



Windsor Severance Fire Rescue 2016-2021 STRATEGIC PLAN



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Dear Windsor Severance Community,

It is a pleasure to share with you Windsor Severance Fire Rescue's new strategic plan. We recognize that to many community members fire rescue services are not given much thought until they are needed. Then, in an instant, what we are able to deliver becomes of utmost importance.

We also recognize that we cannot deliver world-class service without the partnership of an engaged community. Our plan seeks to give us guidance to achieve innovative goals without losing sight of the core services that matter most to all of us as potential customers.

As an organization that provides our community and region an array of critical services, we needed to have a plan born out of a community driven process. Our team, along with assistance from outside experts, has worked tirelessly to assemble hundreds of comments, thousands of sets of data, and have had long conversations to construct this living document that will not reside on a shelf, but will be continuously revisited informally for our daily decisions and formally through a structured annual review process. It is worth mentioning that cost effectiveness is hard coded in our DNA, and the preponderance of our internal staff's time has come while on shift or volunteered when not engaged in our core responsibilities.

Like any business we must live within our means, and that involves making informed choices to provide the services that matter most to our communities. As a combination career and volunteer organization WSFR has been able to deliver our services in a highly cost effective manner while maintaining one of the lowest tax rates in the region. This document charts our course through the year 2021 by outlining strategies to prioritize services, deploy our resources, and protect the health and wellness of our community and emergency responders. We also have a path to increase our innovative outreach programs in ways that will make our communities safer and help our citizens to become more engaged.

Please take time to review our revised mission, vision, and values. These were revised by our internal team as the first step in this process based upon the honest and direct feedback from nearly 50 members of our community who volunteered their time to assist us. The process involved long meetings, homework, research, and a great deal of inspiring dialog.

I am grateful for the outpouring of support and amazing hard work of everyone involved. I hope you agree that this plan is inspiring and informative. We will be revisiting it annually and will provide progress reports as we move ahead into our future.

Sincerely,

Herb Brady
Fire Chief

Introduction

Windsor Severance Fire Rescue (WSFR) provides fire suppression, emergency medical services, basic and technical rescue, hazardous materials mitigation, fire prevention, inspection and investigation, public education, domestic preparedness planning and response to residents, businesses, and visitors within the towns of Windsor and Severance and the surrounding area. WSFR is consistently working to achieve and maintain the highest level of professionalism and efficiency on behalf of those it serves. WSFR has, therefore, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the agency's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the CFAI *Fire & Emergency Service Self-Assessment Manual* 8th Ed., and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the Community-Driven Strategic Planning process to go beyond just the development of a document. It challenged the membership of WSFR to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the membership with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the agency's external and internal stakeholders groups demonstrated commitment to this important project and remain committed to the document's completion.

This strategic plan, with its foundation based in community and membership input, revisits the agency's pillars (Mission, Values, and Vision) and sets forth a continuous improvement plan that offers a road map for a justifiable and sustainable future.



**WINDSOR SEVERANCE FIRE RESCUE
STRATEGIC PLAN
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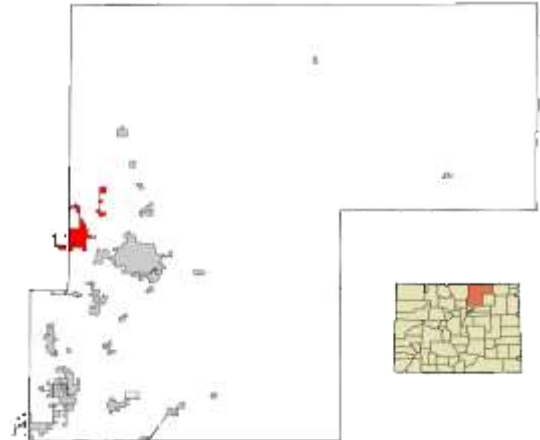
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Organizational Background

Originally named for the Reverend Samuel Asa Windsor, the area around Windsor first drew permanent residents in the early 1870s. Irrigation and the railroad drove the region's early development that ultimately led to the town being platted in 1882 when the Windsor Railroad Depot was built. Incorporated in 1890, Windsor's early economy was fueled by the production of sugar, taking advantage of foreign sugar tariffs.



The community of Severance came into existence in 1894 with the application for a post office submitted by David E. Severance. The community of more than 50 families became incorporated in 1920 by a unanimous vote of the residents.

In this century, Windsor and Severance have seen significant development due to their central location among the population centers of northern Colorado. With its proximity to the interstate system, Windsor has been the site of rapid urban growth, particularly in western areas. In the 1990s, the town limits extended into Larimer County, west of Interstate 25, becoming contiguous with Loveland.

On May 12, 1902, the Windsor Fire Department was organized for the protection of the property within the Town of Windsor, starting with just 550 feet of hose, a nozzle, a couple of axes and buckets.

In 1950, the Windsor Fire Department was formally established as the Windsor-Severance Fire Protection District, an independent Colorado Title 32 Special District. The district is a quasi-municipal corporation and political subdivision of the State of Colorado formed to provide necessary public services and governed by a five member elected Board of Directors. The district protects approximately 100 square miles and includes the towns of Windsor and Severance, comprising areas of Weld and Larimer Counties, and now operates under the name Windsor Severance Fire Rescue (WSFR). The district provides services utilizing approximately 80 personnel which are a combination of full-time, part-time, volunteer, and contracted staff operating out of three fire stations that are staffed 24/7. Mutual aid and automatic aid agreements with surrounding fire agencies ensure a comprehensive amount of resources available for all types of events.

A fire museum which features two of WSFR's antique fire trucks and an array of items from WSFR's past is located at 121 6th Street in the museum district of Windsor's Boardwalk Park.





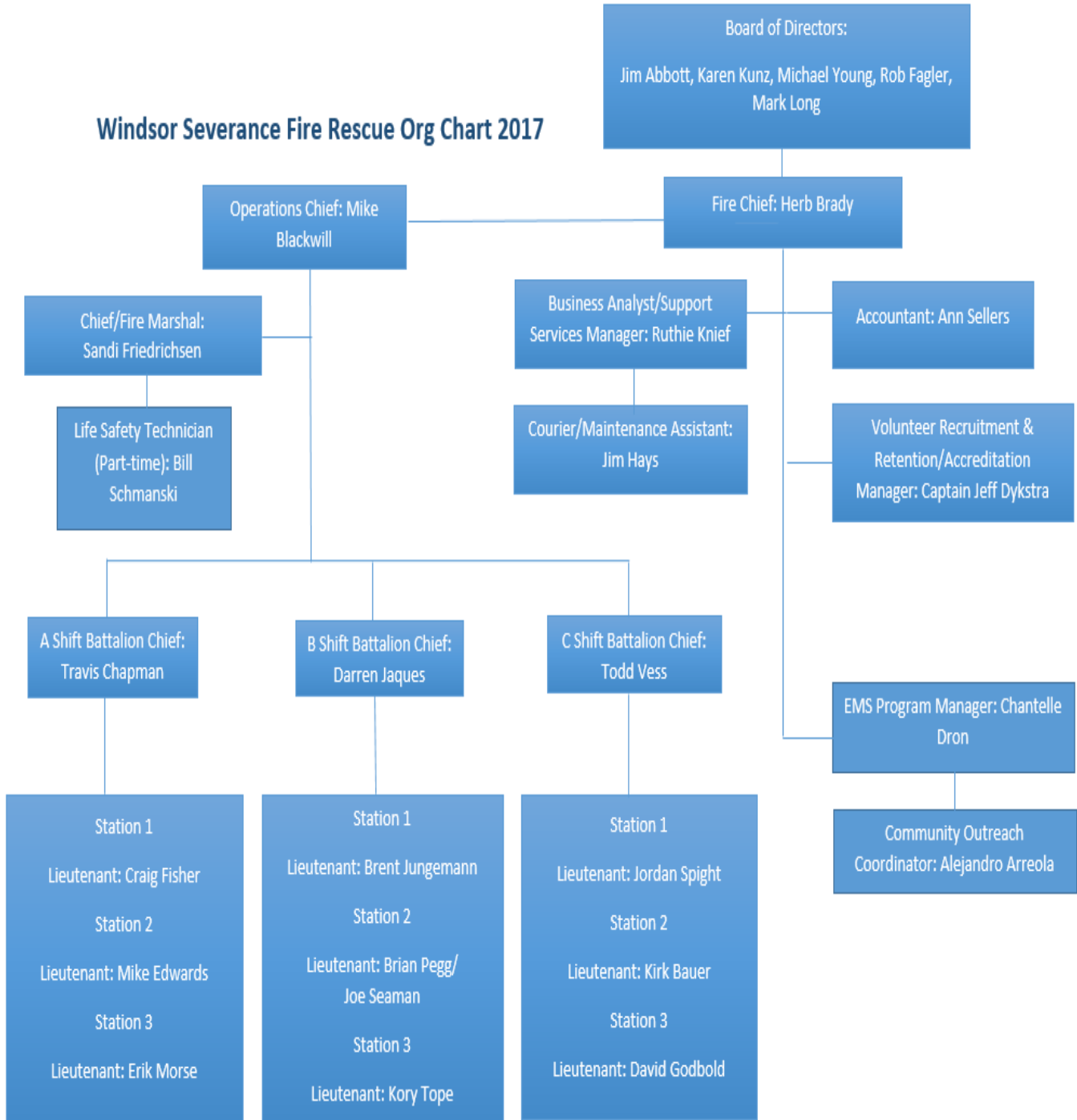
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Organizational Structure

Windsor Severance Fire Rescue Org Chart 2017



September 6, 2017





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Definition of a Community-Driven Strategic Plan

Public demands of the fire service continue to increase, while funding and other resources continue to shrink or remain stagnant. These trends place increased pressure on the modern fire service manager, policymakers, and staff to develop ways to be more effective and efficient. In many cases, the public is demanding the accomplishment of specific goals, objectives, and services with fewer or existing resources. To work more efficiently with available resources, organizations must establish their direction based on constructive efforts while eliminating programs that do not serve the community. In an effort to ensure that community needs were incorporated, the Community-Driven Strategic Planning process was used to develop this strategic plan. Businesses employ this type of process to identify market trends, allowing the service provider to focus resources while reducing risk and wasted effort.

What is a Strategic Plan?

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

“What we have to do today is to be ready for an uncertain tomorrow.”

Peter F. Drucker,
Professor of Social Science
and Management

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. The planning process should be flexible and dynamic, with new information from community members, like-providers, and life changes factored in appropriately.

Community-Driven Strategic Planning creates a platform for a wide range of beginnings. The approach comes to life by being shared, debated, and implemented in the context of organizational realities. Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining community focus is essential. Aware of this necessity, public safety agencies must strategically plan how they will deliver high-quality services to the public through better, more efficient and less expensive programs.

Once their strategic goals are established, agency leaders must establish performance measures, for which they are fully accountable, to assess and ensure that their departments and agencies are, indeed, delivering on the promises made in their strategic plans. Goodstein, Nolan, & Pfeiffer define strategic planning as

a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.¹

¹ Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*





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The U.S. Federal Consortium Benchmarking Study Team goes on to explain that to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **guiding members** identifies not only senior unit executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **how success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

Where Does the Community Fit into the Strategic Planning Process?

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A "community-driven organization" is defined as one that *maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*²

Again, it will be useful to use the U.S. Federal Consortium Benchmarking Study Team's definitions of the specific terms used in the above definition:

- **focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;

² Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*





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- **spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Performance Assessment

Implied within every stage of the planning process is the ability to determine progress made toward the goals or targets set. This assessment ability is a monitoring function that simply tracks activities. It may be as simple as a "To Do List," or as complicated as a plan of action with milestones and performance measures. Also implied within the planning process is the ability to measure effectiveness of the actions taken in the conduct of the organization's business.

The Community-Driven Strategic Planning Process Outline

The specific steps of the process are as follows:

1. Define the programs provided to the community.
2. Establish the community's service program priorities.
3. Establish the community's expectations of the organization.
4. Identify any concerns the community may have about the organization.
5. Identify the aspects of the organization that the community views positively.
6. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
7. Revisit the Values of the organization's membership.
8. Identify the Strengths of the organization.
9. Identify any Weaknesses of the organization.
10. Identify areas of Opportunity for the organization.
11. Identify potential Threats to the organization.
12. Identify the organization's critical issues.
13. Identify the organization's service gaps.
14. Determine strategic initiatives for organizational improvement.
15. Establish realistic goals and objectives for each initiative.
16. Identify implementation tasks for the accomplishment of each objective.
17. Determine the Vision of the future.
18. Develop organizational and community commitment to accomplishing the plan.





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Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the external and internal stakeholders of Windsor Severance Fire Rescue (WSFR) for their participation and input into the Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Herb Brady and his team for their leadership and commitment to this process. Development of the WSFR strategic plan took place in August 2015, beginning with a meeting hosted by representatives from the CPSE and WSFR for members of the community (external stakeholders). Input received from the meeting revolved around community expectations, concerns, and other comments about the agency. Those present at this meeting were as follows:

Windsor Severance Fire Rescue External Stakeholders

Jim Abbott	Kelly Arnold	Scott Bailey	Tom Bennett
Chris Brodzinski	Bonnie Cooper	Court Cronine	Andrew Dunehoo
Tara Fotsch	Joe Fuentez	Chris Gentle	Don Gibson
John Holdren	Dave Jacoby	Joey Kee	Mike Keller
Ann Kling	Karen Kunz	Vern Meyer	John Michaels
Jill Miuduski	Monica Morris	Jay Pratz	Tom Preuger
Greg Rhoads	Chris Ruff	Connie Rutz	Michelle Scallen
Marilyn Schock	Dan Seegmiller	Tom Siegel	Bob Sorensen
Randy Souther	Travis Stark	Drenda Thoen	Sherry Unruh
Pat Varney	Terry Walker	Joel Walters	Wolf Wegner
Roger Weinmeister	Nick Wharton	Glenn Wiggins	Michael Young



External Stakeholders Work Session





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Community Group Findings

A key element of the agency’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Therefore, the agency invited community representatives to participate in a meeting focusing on the community’s needs and expectations of the agency. Discussion centered on the present service programs provided and on priorities for the future.

Community Priorities

In order to dedicate time, energy, and resources to services most desired by its community, WSFR needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison.

Community Program Priorities of Windsor Severance Fire Rescue

PROGRAMS	RANKING	SCORE
Emergency Medical Services	1	263
Rescue – Basic and Technical	2	240
Fire Suppression	3	237
Hazardous Materials Mitigation	4	129
Fire Prevention	5	115
Domestic Preparedness Planning and Response	6	101
Public Fire/EMS Safety Education	7	79
Fire Investigation	8	68



External Stakeholders Work Session





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Community Expectations

Understanding what the community expects of its fire and emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs. In certain areas, education on the level of service that is already available may be all that is needed. Following are the expectations of the community's external stakeholders:

Community Expectations of Windsor Severance Fire Rescue (verbatim, in priority order)

1. Prompt response to incidents. Quick response times.
2. Continued training/expertise in fire suppression and spill mitigation. Continued training/expertise in medical responses. Training on fire/rescue operations
3. Professional manner of personnel. Professional. Friendly and professional
4. Public education and a positive public interaction. Community education/involvement.
5. Have the equipment necessary for emergencies. Good equipment.
6. Respond to emergencies in a safe manner. Safety.
7. District is a conscious custodian of tax dollars. Be fiscally responsible. All of our buildings are very nice and new
8. Facilities inspections to make sure our facilities are safe. Safe buildings. Ensure inspections (annual) are conducted thoroughly.
9. Know your buildings. Take good care to be thorough in public building inspections and be very familiar with them especially the odd ones. Have knowledgeable firefighters respond to a facility - knows about a facility.
10. Know and implement the fire code. Fire codes to reduce fires.
11. Good communications town wide. Good communication with the public at time of emergency and non-emergency situations.
12. To be ready and staffed for a fire emergency.
13. Public relations with the community (open houses, safety fairs, etc.). Communication via a newsletter, newspaper, etc. Public outreach.
14. EMS need for the public.
15. Know your community - all the streets, oddities (dead ends, whatever), residences vs. businesses. Be very familiar.
16. Work with other public agencies as needed, whether it be police, Homeland Security, or FBI. Working close with other agencies.
17. Provide highest quality of services within budget.
18. To be able to save anyone that is "savable."
19. Each and every fireperson needs to be an EMT.
20. Communicate with other local government more.
21. To be trained and staffed to administer lifesaving rescue and emergency medical services to sustain life.
22. Putting out fires.





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23. Stay within budget. Operates on a realistic budget.
24. Stop the loss or damage.
25. Mindfulness of collections' dangers at the museum - importance of proper protection.
26. Efficient and compliant in their procedures.
27. Quality people with integrity that assists the community.
28. Be prepared for emergency response to disasters and terrorism.
29. Keep current on latest techniques and technologies, even if you/we can't afford every gimmick. Know that's available and what Windsor Severance needs.
30. Understanding what is going on.
31. Customer service - responsive to customer issues and concerns.
32. Have a list of all locations with contact information of potential fire or other types of emergencies.
33. To show empathy to all victims and families.
34. Keep recruiting with good hours and pay, but not be the highest paid department around.
35. Flexible and understanding of community event's needs.
36. Stay at fire hall for meals - looks like they are cruising around spending fuel.
37. Public relations.
38. Progressive.
39. Transparency in operational and policy decisions.
40. Assist in preparing an emergency plan required by the state.
41. Have an emergency operations center always equipped and ready to go.
42. Raise the pensions of the remaining members that draw a pension!
43. HazMat response - with local oil and gas development.
44. Leadership: strong relationships with firefighters.
45. Regional support.
46. Taking care of patients.
47. Partner with stakeholders in providing joint services.
48. Positive relationships with outside entities - town, businesses, schools.
49. Attend annual tabletop meeting on facility response and working together.
50. Know my address.



External Stakeholders Work Session





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Areas of Community Concern

The Community-Driven Strategic Planning Process would be incomplete without an expression from the community regarding concerns about the agency. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information or incorrect information.

Areas of Community Concern about Windsor Severance Fire Rescue (verbatim, in no particular order)

- I think the fire department in Windsor is top notch and do not have any concerns at this time.
- Budget, using funds wisely.
- Ongoing communication with community.
- Curious about how chemical fires would be suppressed considering increased gas and oil development, production, and transport. Where is foam...mobile units or what?
- Safety of fire personnel.
- Lack of person to take phone calls, speaking to machine.
- Be prepared (see above – [meaning expectations]) so you can be safe.
- Engines companies (station 2 and 3) being out of their response areas for other than training, call etc. for longer than normal. Always at station 1.
- Review alpha responses. Are they really needed on scene??? One company out of service.
- Too small? More firefighters needed.
- Friendlier staff.
- When conducting annual inspections do not assume all is good based on previous years.
- To manage the needs of a growing town.
- Training.
- Too much spending.
- Lack of up to date, outside training (Fire Department Instructors Conference, etc.).
- Esprit-de-corps.
- Prepared for urban interface.
- Funding – are you too dependent on volunteers?
- Politics – board was having issues in the past. Are those solved?
- Service area is very large - resources may be stretched too thin.
- Costs for building permit reviews should be tied to actual cost to provide service – they seem very high.
- Need to be seen in the community more – not just in the grocery store.
- Get to know the businesses – go door to door.
- Ask them if they have any concerns (the businesses).
- Get out there in all community events to meet the community.
- Do we have the right resources (trucks, stations, correct number of people)?
- With growth coming where do we need to increase resources.
- Are we paying enough for the area?





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- Is our training good enough.
- Is the accreditation process really worth going through?
- Ability to keep leadership going in current direction.
- Ability to keep tax rate low (mill levy).
- Maintain quality firefighters and leaders.
- Leaving vehicles running when at scene.
- Don't always take engine with the ambulance.
- My major concern for the department is that they have a voice that is heard by the public, so the public can support fire department achieve 1-3 above (meaning expectations).
- Increased communication when there is an incident that could be improved.
- I'm concerned funding is not adequate for training and equipment.
- The number of volunteer staff – potential to lose their help.
- Growth of the area and ability to have enough coverage for demand.
- Age and useful life of expensive equipment.
- Fiduciary responsibility – are you spending dollars responsibly.
- Increased population and being able to handle it all with limited staff.
- Reliance on volunteers.
- I see the competitive issues with hospitals a potential issue, not knowing which hospital will give best care.
- Do you expect to take over transport or continue to contract EMS transports?
- No concerns at this time.
- Size of district vs response times.
- Spending of tax dollars on non-essential items.
- Over design of new building.
- First responders – please educate/practice intravenous usage.
- Knowledge of proper collections.
- Care in the event of emergency both theirs and ours.
- Personnel staying safe,
- Proper and up to date training.
- Up to date and good equipment.
- Teamwork.
- Internal communications.
- Is the department operating financially as lean as they can be?
- Are there going to be increases in tax levies.
- Lack of communications with local governments.
- More public outreach with in town of Severance.
- Capability to handle large growth within the district.
- Lack of communication with local government.





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- Lack of updates and reports on calls.
- Inform clients/residents that inspections are not mandatory.
- Some paid staff are pretty cocky, modesty is a great quality.
- Do you have the resources needed to keep up with the growth?
- Will volunteers continue to meet the needs of the department and community?
- When Station 3 has a call and we make a call at the same time it will take up to 10 or more minutes minimum for then to respond.
- Follow up after an inspection.
- Keep the department non-unionized.
- Board training and oversight.
- Keep focused on mission.
- Ability to maintain current level of services within the fiscal reality.
- Fees – too expensive.
- Negative public image.
- Info on CPR classes / public calendar.
- Keeping up with growth of Windsor and Severance.
- What enforcement action has the FD taken in the last 10 years? I have never read a story in the newspaper about the FD taking someone to court on a violation.
- As a resident, I'm pleased with the services offered by the department. I haven't had to use the services.
- Long term growth plans of the fire district.
- Maintain fiscal responsibility.
- Maintain pay and benefits compared to other districts.
- Not letting political or union beliefs sway staff behavior.
- Adequate staffing.
- Future funding.
- Volunteer training (are they trained enough?)
- Employee satisfaction (do they like working for WSFR?).
- Management needs to be more open to concerns of employees.
- The board could use some work.
- The community growth rate is one of the highest in the state - will the department be able to keep up with increasing population of housing?





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Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the agency's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about Windsor Severance Fire Rescue (verbatim, in no particular order)

- Excellent ambulance service.
- Well trained personnel.
- Glad to see no negatives in media about WSFR.
- Good volunteer participation.
- Good administration from top down.
- Active in the community.
- Nice station.
- Long term employees.
- Fire and rescue has responded to several calls at our healthcare facility and have always been prompt and professional.
- Always striving to be better.
- Looking into the future.
- Ambulance stationed in our district. (Station 1).
- The fire department members who have inspected our public building have been very professional – they know what to look for, are precise, but not legalistic to the point that we can't pass the inspection. Sometimes they leave us with one or two "picky" things to do on our own, which we do because who doesn't want a safe building.
- I love it that I overheard them talking about a left handed search vs right handed in a room we have with 2 doors. Tells me they are aware, prepared, and professional.
- The caring and professional manner of crews.
- Support to the public.
- Response to calls is great.
- Support of the aging public.
- Very community minded with open houses, pancake feeds, etc.
- Recent rescue calls for friends and neighbors were excellent.
- Community room use.
- Feel confident with their training and expertise.
- The fire department has a positive position in the community.
- Excellent step in the right direction. Good meeting.
- The stations are clean and maintained.
- Outreach to the community.





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- Nice website / social media (Twitter / Facebook) continue to utilize to get information out to public.
- Response and helpful with any interactions I have had with them.
- Great partners for events and programs.
- Always willing to assist or give guidance.
- Great job with annual inspections.
- Very involved in community, open door mentality.
- Leadership.
- Good use of paid vs volunteer.
- Station locations.
- Gaining respect within the region.
- Visibility.
- Work with businesses well.
- Always very helpful.
- Well educated on topics.
- Progressive.
- Collaborative.
- Prompt service.
- Good management through the years.
- Professional employees.
- Have not had to utilize services for my family, but when the time comes I have confidence in all employees.
- Great fire chief.
- Great fire chiefs.
- Great officers.
- The best EMS service “Herb’s affordable ambulance service”
- Response time is excellent, sometimes beats the ambulance.
- Medical education of EMTs is excellent – need all employees.
- Very much liked in the Windsor community.
- I was very impressed with their response when I was in an accident.
- I know several members of the department and am impressed with their knowledge and competency.
- I think WSFR does an excellent job overall.
- The fact that they are doing this survey and seeking accredited rating tells me they want to be better and not be stale.
- Good mix of fire board members.
- Great community involvement.
- Great job of being visible in the community.





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- They are very professional.
- They have great public involvement.
- Good at attending meetings when requested.
- Continue to bring new hires to facility to gain knowledge.
- Strong work to bring EMS to town.
- Very good community presence.
- Good community support.
- Great response time!
- Very polite and great to work with.
- Know their stuff.
- Well trained.
- Always helping the community.
- Willingness to get the job done safely and efficiently.
- Good aptitude.
- Professional.
- Good training.
- Response time seems to be good.
- Partnership with strong emergency medicine team.
- Very kind and easy to work with when asked to open fire museum to joint visitation.
- Very community involved in willingness to work together.
- Knowledgeable courteous staff.
- Great relationship with Windsor Police Department and schools.
- Always willing to educate the community.
- Community involvement! Singing, races.... Always present at community events.
- Good community education.
- Great to work with.
- The chief is a great role model and has the safety of community at heart.
- Contact with staff has always very positive.
- Department is visible in the community.
- Department provides good value for the money spent.
- When we have had to use the Severance building for story hours, the staff was very helpful.
- Great relationships with the town and members of the town.
- Not afraid to make your presence in positives ways known.
- Appear to be very professional and progressive with equipment and training.
- Very nice facilities.
- Active in the community.
- Think it was a very good ideas to take over ambulance service.
- Appears great response in numbers.





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- Friendly crews / seen in community.
- Pride of house and equipment.
- Dedicated staff that I regularly see serving the community.
- I feel that for a town this size our fire and emergency personnel provide service indicative of a much larger organization.
- Leadership is great.
- In the few interactions I have had with the department, I have found them to be professional and communicative.
- Inspections that explain instead of hammer the business.
- Good use of tax money.
- Good people doing the job.
- Take care of equipment.



External Stakeholders Work Session





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Other Thoughts and Comments

The Community was asked to share any other comments they had about WSFR or its services. The following written comments were received:

Other Community Comments about Windsor Severance Fire Rescue (verbatim, in no particular order)

- Thanks to each and everyone in the Windsor Severance District.
- Fire Chief Brady has a wicked sense of humor.
- Our fire department is amazing. They give our community a sense of security. They are very accessible and friendly.
- I have not heard any negative things. Can always get better. Great job guys. Keep it up.
- Thank you!
- Share stats of rescue calls and fire calls with the public in papers and social media.
- Share response time of rescue to show public how much good it is.
- I believe public education can greatly facilitate community cooperation in times of disasters and add to the overall safety of the community.
- I would like to see the awards banquet go to a bi-annual event instead of an annual.
- Like the meals served at meetings.
- I believe we have a great fire chief, staff, and board committed to sound guidance and fiscal responsibility.
- Don't slip backwards; keep moving forward in a positive manner.
- Be the leader when needed; but more importantly be an influencer on important issues.
- Keep Windsor Severance oriented.
- This is a good and informative meeting. Look forward to seeing the strategic plan when finalized.
- New to the community, but seems like you guys do a great job!
- Thanks for the invite and education today. I enjoyed what I learned and look forward to learning more about the plan in the near future.
- It would be great to have the fire department develop a lower ISO score (3), currently at 4, to help the community with lower homeowner insurance rates.
- Keep up the good work! Especially with our growth rate.
- I would be interested if the department put on training classes as to how to better prepare our staff to handle emergencies. Also would be nice if the department could observe fire drills to see where we could improve. Thank you.
- ***I expect them to, and know they will do better than I can imagine - Vern Meyer***





Internal Stakeholder Group Findings

The internal stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the agency’s approach to Community-Driven Strategic Planning, with focus on WSFR’s Mission, Values, Core Programs and Support Services, as well as the agency's perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad agency representation in attendance, as named and pictured below.

Internal Stakeholder Representatives of Windsor Severance Fire Rescue

Kirk Bauer <i>Lieutenant</i>	Mike Blackwill <i>Operations Chief</i>	Herb Brady <i>Fire Chief</i>	Thomas Case <i>Engineer</i>
Travis Chapman <i>Battalion Chief</i>	Ty Drage <i>Accreditation Manager</i>	Jeff Dykstra <i>Captain – Volunteer Recruitment and Retention</i>	Mike Edwards <i>Lieutenant</i>
Sandi Friedrichsen <i>Fire Marshal</i>	Dave Godbold <i>Lieutenant</i>	Ben Guffey <i>Engineer</i>	Jim Hays <i>Support Services</i>
Darren Jaques <i>Battalion Chief</i>	Brent Jungemann <i>Lieutenant</i>	Kelly King <i>Engineer</i>	Kerry Koppes <i>Lieutenant</i>
Mike Matzke <i>Engineer</i>	Erik Morse <i>Lieutenant</i>	Brian Pegg <i>Engineer</i>	Joe Seaman <i>Lieutenant</i>
Ann Sellers <i>Accountant</i>	Jordan Spight <i>Lieutenant</i>	Kory Tope <i>Lieutenant</i>	Todd Vess <i>Battalion Chief</i>



Internal Stakeholders Group





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Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

Mission of the Windsor Severance Fire Rescue

*Providing professional service and compassionate care
from our family to yours.*

Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality of the organization.

Values of Windsor Severance Fire Rescue

Readiness: We will anticipate the needs of our community through preparedness, education, and continual improvement.

Excellence: We will pursue mastery of technical knowledge, skills, and abilities.

Courage: We will display the mental strength and moral character to do what is right, even in the presence of personal and professional adversity.

Respect: We will serve our community and each other with dignity, integrity, appreciation, and kindness, while valuing the diversity and efforts of all.

The Mission and Values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the agency are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.





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Programs and Services

WSFR's internal stakeholders identified the following core programs provided to the community, as well as the services that enable the agency to deliver those programs:

Core Programs of Windsor Severance Fire Rescue

- Emergency Medical Services
- Fire Suppression
- Fire Prevention
- Fire Investigation
- Rescue – Basic and Technical
- Hazardous Materials Mitigation
- Domestic Preparedness Planning and Response
- Public Fire/EMS Safety Education

Supporting Services of Windsor Severance Fire Rescue

- Law Enforcement Agencies
- University of Colorado Health
- Front Range Fire Rescue
- Mutual and Automatic Aid Partners
- Counties of Weld and Larimer
- School Districts (Weld RE4, Thompson, and Poudre)
- Public works, Towns and Counties
- Community colleges
- Dispatch centers
- Front Range Fire Consortium
- IAFF Local 4845
- Colorado Division of Fire Prevention and Control
- Special District Association (SDA)
- Restoration companies
- Emergency Telephone Authorities
- Humane Societies
- Civic organizations – service clubs
- Human Services Organizations: Red Cross, Salvation Army, Habitat for Humanity
- Local and National Media
- Employee Assistance Program (EAP)
- Mountain State Employers Council
- Emergency Medical Services Association of Colorado
- Fire and Police Pension Association
- Colorado Combination Chiefs' Association
- Utilities (Xcel and PVREA)
- Mutual Aid Partners
- Colorado Division of Public Health and Environment
- Air Medical Vendors
- Colorado Department of Transportation
- Towns of Windsor and Severance
- Water districts
- National Association of EMTs
- Apparatus Vendors (SVI and Frazer)
- Weld County Fire Chiefs' Association
- Colorado Professional Firefighters
- Heart Disease Prevention Program (HDPP)
- District Administration
- Pinnacle Insurance
- Fire Board
- National Guard Readiness Center
- Funeral homes
- Parks and Recreation
- Faith-Based Organizations
- State and Local Offices of Emergency Management
- Chaplain
- Colorado State University
- Communications vendors
- CPSE
- Colorado Fire Chiefs' Association
- Weld County Fire Training Association
- State Oil and Gas Commission





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S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. Internal stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds. Through a consensus process, the internal stakeholders identified the strengths of WSFR as follows:

Strengths of Windsor Severance Fire Rescue

Modern and standardized facilities and equipment	Talented and capable personnel
Very reliable service, no unit hours lost for staffing shortages	Relationships with schools, law enforcement, public health and towns
Increasing diversity	Combination staffing
Training / Academy	Board – governance focused
Leadership and mentorship	Sound fiscal management
EMS protocols	EMS system
Response times	Culture of support
Human resource policy improvement	Extremely low career turnover
Playbook – training guide	Family atmosphere
A learning organization not overburdened by tradition and legacy	Credibility and positive community reputation
Community Outreach programs	Flexible, adaptable, customer accountable
Utilization of Information Technology	Community reputation
Relationship with neighboring fire agencies, mutual and auto aid	Staff areas of responsibility, areas of expertise. (Areas of responsibility)
Efficient resource deployment practices	Membership in the FRFC
Fire Prevention and safety programs	Success obtaining grants
Health and Wellness initiatives and safety culture	Education-EMT students, high school programs
Strong Incident Command structure and processes	Support of staff development and higher education
High staff training standards	Highly innovative
Staff and organizational ethics	Strong regional reputation





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Weaknesses

Performance, or lack thereof, within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

Weaknesses of Windsor Severance Fire Rescue

Internal communications	Volunteer retention and engagement
External communications	Professional development
Succession planning	Consistent promotional and hiring policies
Administrative support capabilities for continuous policy and procedure review, distribution, and follow-up	Admin staff shortages in key areas, Admin, Training, Community Outreach, HR, and Maintenance
Museum lack of leadership, strategic and operational plan	Separation of duties and backups for financial and administrative functions
Volunteer development	EMS staff turnover
Regional training opportunities	Engagement of full time staff
PDCA follow-up	Fleet maintenance support
Training area, not flexible and not located in a central area for better access	Training, standardized for all risks, all equipment
Orientation and initial onboarding of staff	Young and inexperienced Lieutenants
Truck 1’s mission and fit in present model	Inconsistencies between shifts
Volunteer / part time experience opportunities	Staff’s narrow view of organizational challenges
Scheduling processes	Organizational immaturity
Interest and engagement in Life Safety roles such as investigations, community outreach	Pay – Currently below 25 th percentile of comparable organizations across the board
Lack of HazMat permitting process	Political awareness
Limitations with Special District Financing	Efficient and effective crew resource and time utilization
Unrealized business revenue and public interaction due to lack of staffing	





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Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:

Opportunities for Windsor Severance Fire Rescue

Expanded wildland fire deployment-firefighting experience	Oil-gas industry partnerships, revenue, training/equipment
Aims and Front Range Community Colleges-partnerships	Legislative changes opening up additional revenue streams
Staff Relations	Training area partnerships
Regional and national mutual aid partnerships - i.e. USAR	Economic recovery and industrial development
Expanded community outreach and community education	Enhanced administrative support services
Mergers and strategic alliances	Further technology improvements
Funded or cost effective training opportunities-NFA, hosted sessions, officer professional development, specialized, partner with law enforcement, EMS etc.	Front Range Fire Consortium
Poudre Valley Health Partnership	ISO improvement
Grants	Water district partnerships
Community paramedicine	Mental health services
Community support	Suicide prevention
	Accreditation
	EMS Reserve Program
	Special operations team
	Further EMS system development



Internal Stakeholders Work Session





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Threats

To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the internal stakeholders were as follows:

Threats to Windsor Severance Fire Rescue

Economy	External negative scrutiny
Legislation impacting revenue	Special interest groups
Exclusions	Declining volunteerism
Public trust	Natural disasters
Keeping up with aging infrastructure	Fire board changes
Local competition for revenue	Employee health care costs / ACA
Unfunded mandates – fiscal impact	UCH changes / politics / staffing
External demands to keep up with specialized training for new hazards	Leadership or philosophical changes with automatic aid partners
Workload	Colorado special district funding flaws
Litigation/liability	Demand for service outstripping revenue
EMS reimbursement models	Local politics
Dispatch changes	Terrorism
Political and/or ideological differences	Leadership turnover
Labor unions	Staff turnover
Oil and gas revenue volatility	Employee morale
Mission creep	Rapid growth and service to newly developed areas



Internal Stakeholders Work Session





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Critical Issues and Service Gaps

After reviewing the agency’s core programs and support services, and identifying internal strengths and weaknesses along with external opportunities and threats, two groups of internal stakeholders identified their primary critical issues and service gaps.

Critical Issues and Service Gap Issues Identified

- Communication	- Staffing	- Training
- Fleet and Facilities	- EMS	- Prevention
- Partnerships	- Organizational clarity	- Policies and SOPs
- Consistency	- Professional development	- Funding
- Sustainability	- Outreach	- Accountability
- Retention	- Customer service	

Strategic Initiatives

Having reviewed the agency’s critical issues and service gaps, the following strategic initiatives were identified as the foundation for development of goals and objectives.

Strategic Initiatives of Windsor Severance Fire Rescue

Internal Communications	External Communications
Training	Workforce Planning and Development
Organizational Clarity	Physical Resources
EMS Program	Fire Prevention program



Internal Stakeholders Work Session





Goals and Objectives

In order to continuously achieve the mission of WSFR, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of agency efforts, as they will direct the agency to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives, and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with WSFR leadership.

“Goals allow you to control the direction of change in your favor.”
 Brian Tracy,
 Author

Goal 1	Improve internal communications through all channels to reinforce our values in the spirit of respect to both our mission and our shared vision.	
Objective 1A	Assess current internal communication practices.	
Timeframe	3 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Evaluate all current communication practices. Identify all communications methods and preferences. Determine gaps and areas for improvement. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1B	Define all expectations for internal communications.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Define the desired communication processes internally. Identify the priorities of the messages sent and received. Identify the expected responses. Report the findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Develop a final plan and execution process for improved internal communications.	
Timeframe	4 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Each position assess his/her own communication responsibility. Battalion Chiefs formulate a plan from assessment, job descriptions, and publish. Solicit membership input. Reassess the plan and revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 2	Effectively communicate the district's mission and vision to employees, partners and stakeholders.	
Objective 2A	Develop tools and training to support the creation and sharing of information describing community risk and our fire rescue capabilities.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify available tools. • Establish policies and procedures that clearly define each member's scope and role in external communications. • Establish an external communications program for all members. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Develop tools and training to assist with improving communications, marketing, and increase public awareness of services.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review and revise all external communications policies and procedures. • Develop a marketing plan for WSFR's community outreach programs. • Perform a gap analysis of public perception and awareness of our services. • Develop a plan to address the gaps based on analysis. • Run a 12-month initiative to address the gaps. • Reassess after one year. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2C	Develop mechanisms to establish sustainable, effective and efficient communication with external partners.	
Timeframe	3 to 4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify all key external partners. • Establish deadline for annual report. • Establish delivery method customized to the needs of each external partner. • Assign members to liaison with each identified partner. • Annual meeting of all local government boards. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2D	Establish mechanism of correction, analysis and feedback.	
Timeframe	2 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a quality improvement feedback loop. • Develop a Customer Service feedback process. • Establish (PDCA) method for continuous improvement. • Establish customer concern resolution process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 3	Ensure quality training to continually improve the readiness of our members, providing exceptional service to our community.	
Objective 3A	Identify needs for improvement in the training program.	
Timeframe	2 – 3 months	Assigned to: BC Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current training program. • Determine minimum certification training standards. • Identify applicable best practices. • Assess and prioritize determined needs. • Solicit input from the district membership. • Reassess needs based on the feedback. • Report the findings. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Develop and implement a comprehensive training plan.	
Timeframe	2 – 3 months	Assigned to: BC Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> • Using an assessment process, identify all necessary resources. • Identify criteria to achieve the desired outcomes for all levels and skill sets. • Assign subjects to specific personnel for curriculum development. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Design and acquire a quality training facility.	
Timeframe	3 -4 years	Assigned to: BC Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> • Based on a needs assessment, identify equipment and facility requirements. • Identify potential partners and options for acquiring a site for a training facility. • Identify current facilities available to meet training needs as well as facilities being developed in the near future. • Identify potential funding sources. • Utilize existing financial parameters for programs, seek increases if justified. • Assemble a focus group to complete the project. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3D	Increase specialized training to meet community needs.	
Timeframe	6 months	Assigned to: BC Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> • Identify and define categories of specialized training. • Assess current the training program for each category. • Identity the best practices / industry standards. • Prioritize based on a community needs assessment and call volume anticipation. • Identify criteria to achieve desired outcomes. • Assign subjects to specific personnel for curriculum development. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 3E	Implement a professional development program for all staffing levels.	
Timeframe	6 - 9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current programs. • Conduct an evaluation of personnel needs. • Identify planned career arcs/paths. • Determine gaps in actual vs. desired performance. • Obtain officer involvement. • Create a focus group dedicated to development and implementation of curriculum and process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3F	Maximize the use of external training opportunities.	
Timeframe	3 months and ongoing	Assigned to: BC Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> • Establish a focus group to formulate a plan to capitalize on mutual aid, FRFC, and outside training opportunities. • Identify and engage existing partners i.e. Community Colleges, Universities, Health Systems • Develop and implement a system for monitoring to ensure opportunities remain up-to-date and applicable to the district. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 4	Promote a work force that meets the excellence expected by the citizens we serve.		
Objective 4A	Increase Firefighter Knowledge, Skills, and Abilities by a well-defined Field Training process		
Timeframe	4-6 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Select appropriate personnel to facilitate Field Training process. • Develop a phased Field Training process that measures core competencies and critical skill proficiencies and a remediation process to address deficiencies. • Identify specific performance expectations for all levels of Fire and EMS positions. • Develop mentorship program. • Select a review board of all 3 shifts that will review recruits based on Field Training objectives. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4B	Overcome staffing challenges that impede our ability to deliver a consistent product across all shifts, all stations, and all types of calls for service		
Timeframe	3 to 5 years	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current staffing status. • Perform a gap analysis. • Determine action items to address gaps that may exist. • Evaluate current revenue streams to address gaps that may exist. • Prepare a Financial Impact Statement along with proposal to positively address challenges with at least 3 options for Chief and Board consideration. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4C	Meet the increasing needs of public education and community events.		
Timeframe	Less than 3 months	Assigned to:	Chief Sandra Friedrichsen
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current programs. • Evaluate the need for a coordinator. • Evaluate revenue streams for the ability to support a coordinator. • If necessary, increase or reassign staff to accommodate the need. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4D	Provide the administrative support for a growing organization and community.		
Timeframe	Less than 6 months	Assigned to:	Chief Herb Brady
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current administration's workloads, and skill sets. • Adjust assignments where possible and add technology where deemed beneficial. • Ensure personnel are cross-trained where necessary to provide separation of duties and uninterrupted production of critical functions. • Evaluate the need for an additional administrative staff. • Prepare a Financial Impact Statement along with a proposed Job Description if additional staff is necessary. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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Objective 4E	Establish a training program that promotes the coordination, development, and implementation of the most current firefighting safety standards/procedures.		
Timeframe	1 to 2 years	Assigned to:	BC Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> Evaluate the current training program Evaluate the need for a dedicated training officer Prepare a Financial Impact Statement along with a proposed Job Description if additional staff is necessary. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4F	Have the internal resources to repair and maintain apparatus to meet expectation of mission readiness at all times.		
Timeframe	3 to 5 years	Assigned to:	Eng. Craig Fisher
Critical Tasks	<ul style="list-style-type: none"> Evaluate the current fleet maintenance program. Evaluate the need for fleet maintenance personnel. Prepare a Financial Impact Statement along with a proposed Job Description if additional staff is necessary. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4G	Based on our Standards of Cover, evaluate current apparatus, first due assignments, deployment, and staffing levels with the objective of addressing identified gaps.		
Timeframe	4 to 5 years	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> Evaluate the ability to meet needs within current budget. Prepare an operational and financial impact statement. Present a formal proposal. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 4H	Continuously review employee compensation, benefits, and organizational culture to promote a harmonious and productive work environment.		
Timeframe	Annually	Assigned to:	Chief Herb Brady
Critical Tasks	<ul style="list-style-type: none"> The Chief will establish a 3 to 5 member focus group to meet annually from June through November comprised of a cross section of employees The group will review the proposed health insurance enrollment options, salary survey, and benefits utilization. The group will obtain broad employee input as necessary. The group will create a Code of Conduct based on our Mission, Vision, and Values and review the code annually. The group will evaluate all health and wellness programs, indicators, and make recommendations for improvements. The group will create a peer support group in cooperation with law enforcement and other appropriate partners. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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Goal 5	We will develop processes to establish and maintain organizational clarity to help ensure standardization, consistency, accountability, and transparency.		
Objective 5A	Review and revise all existing Standard Operating Procedures and/or Guidelines for scope, applicability, content, completeness, relevance, format, spelling, and grammar.		
Timeframe	6 to 9 months	Assigned to:	BCs Todd Vess, Darren Jaques, Travis Chapman
Critical Tasks	<ul style="list-style-type: none"> • Develop list of required SOPs and compare with existing SOPs list to ensure that all critical areas are addressed. • Organize all existing SOPs and SOGs. • Evaluate current records management system to ensure we are utilizing to its full potential. • Evaluate alternatives if tool is determined to be lacking • Refer to objective 5E for Policy and Procedure development criteria. • Follow established process for internal communications of new or updated guiding documents. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 5B	Form an internal advisory board consisting of WSFR staff members who will regularly review, update, and evaluate all current and proposed Standard Operating Procedures.		
Timeframe	January 1, 2016 - Ongoing	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> • The Battalion Chiefs will determine participation requirements and expectations of the internal advisory board to include five members consisting of 1 Battalion Chief, 1 or 2 Lieutenant/Captain(s), 1 or 2 Firefighter/Engineer(s), and 1 Reserve. • Advisory board will create an Advisory Board Charter to establish roles and responsibilities. Charter will be reviewed and approved by the Fire Chief. • Review all SOPs once every three years or as indicated via AARs, new threats, equipment, circumstances etc. • Update AAR process to include review of applicable SOPs. • Appropriate Division Chief will review, approve, sign and present to Fire Chief for final approval within 2 weeks of receipt. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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Objective 5C	Review and revise all other existing guiding documents for scope, applicability, content, completeness, relevance, format, spelling, and grammar. Other guiding documents include, but are not limited to, Policies, Personnel Handbook, MOUs, and IGAs.	
Timeframe	12 months and ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a list of all guiding documents. • Define the scope of each type of document. • Assign all documents for initial review. • The Fire Chief will ensure all policies are compliant with applicable State and Federal laws and regulations. • Develop rough draft revisions for all documents requiring update. • All rough draft revisions will be reviewed and approved by the Fire Chief. • Develop process for annual appraisal of all guiding documents. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Develop process to track, coordinate, distribute, and manage Areas of Responsibilities (AOR).	
Timeframe	6 months - Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify each AOR and assigned personnel. • Redistribute AORs appropriately. • Develop template for AOR documentation. • Follow established template to document responsibilities, duties, process, project transfer instructions, and future goals for each AOR to provide annual appraisal documentation. • Establish process to ensure annual updates to all AOR documents. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5E	Define a process for the implementation of policies and procedures.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop policy to guide the creation, dissemination, training, and implementation of new rules, regulations and policies. • Create and deliver training curriculum for any new or updated policies and procedures. • Implement new and/or updated policies and procedures. • Evaluate results of implementation and make necessary changes to reach desired outcome. • Report results. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Goal 6	Maintain, adjust, purchase, improve, and replace physical assets in order to meet the ongoing needs of the district as outlined by the Standards of Cover.	
Objective 6A	Identify all assets and project future needs of the district.	
Timeframe	2 Months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop criteria for assessment. • Perform a physical inventory of all assets. • Place all assets into relevant categories. • Compare categories against existing asset replacement schedules. • List and prioritize assets for future needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6B	Maintain, adjust, purchase, improve, or replace assets as determined.	
Timeframe	3 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assign an appropriate subject matter expert or group to facilitate the need. • Obtain required bids, quotes, etc. • Liquidate surplus assets. • Create a financial impact statement. • Submit finalized recommendations for review and approval. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6C	In anticipating the needs of a growing community, evaluate the projected growth against the Standards of Cover and determine need, location, and timing of Station 4	
Timeframe	1 to 5 years	Assigned to: Chief Friedrichsen and Ty Drage
Critical Tasks	<ul style="list-style-type: none"> • Assign an appropriate subject matter expert or group to facilitate the need. • Assemble a Focus Group to include external stakeholders. • Evaluate growth, timelines, road development, and potential locations. • Seek private partnership where possible. • Submit the first status report to the Chief and Board of Directors by October 2016. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 6D	Museum Operations - Evaluate the Operations and Value that the Fire Museum provides to the community. Evaluate funding streams and partnerships that will ensure long term operations without impacting the District's core Mission	
Timeframe	5 years	Assigned to: Board or Board Appointee
Critical Tasks	<ul style="list-style-type: none"> • Assign an appropriate subject matter experts as well as a Board Subcommittee • Assemble a Focus Group to include external stakeholders such as Town Arts and Heritage staff • Seek private partnership where possible. • DRAFT Status Report Annually with a goal of a sustainable operational plan by end of year 5. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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Objective 6E	Strengthen financial position through early payoff of 2012 COP and maximizing investment income while remaining conservative and compliant with PDPA requirements		
Timeframe	1 to 5 years	Assigned to:	Board and Board Appointee
Critical Tasks	<ul style="list-style-type: none"> • Assign an appropriate subject matter expert for consultation • Assemble a Focus Group or Finance Committee. • Evaluate current financial management policies and practices, evaluate industry best practice. • Set realistic goals without negatively impacting operations. • Submit an annual progress report to be included in the annual report. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	

Goal 7	Make purposeful strides to build upon existing EMS programs that encompass the citizens that we serve.		
Objective 7A	Ensure quality Emergency Medical Services.		
Timeframe	4 to 6 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> ▪ Evaluate current EMS program. ▪ Determine expectations and measurable goals. ▪ Identify gaps. ▪ Establish a well-defined Field Training process. ▪ Create and implement an EMS mentorship program. ▪ Establish a well-defined Continuous Quality Improvement Program. ▪ Review and revise program annually as necessary. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7B	Continually improve district owned EMS assets seeking grant funding wherever possible for long term stability, to meet future demand and to ensure an efficient and effective emergency response and transport system.		
Timeframe	3 to 6 months	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> ▪ Evaluate the current level of service based on best practices. ▪ Identify projected needs of the community. ▪ Identify staffing and funding challenges/opportunities. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 7C	Develop value-added community programs.		
Timeframe	2 to 3 years	Assigned to:	
Critical Tasks	<ul style="list-style-type: none"> ▪ Evaluate the current programs. ▪ Perform a gap analysis and determine the need for new programs. ▪ Identify funding opportunities. ▪ Implementation and evaluation. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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Goal 8	Develop plans and processes to guide enhancements of life safety-related activities to improve citizen and firefighter safety in the built environment.		
Objective 8A	Define essential and/or mandated services of the Fire Prevention Bureau.		
Timeframe	1 month	Assigned to:	Chief Sandra Friedrichsen
Critical Tasks	<ul style="list-style-type: none"> • Identify services currently provided by the Life Safety Division. • Analyze currently provided services against essential and mandated services as well as expectations identified by the community and internal stakeholders. • Develop final list of core services that must be provided by the Life Safety Division. • Develop list of ancillary services that could be provided by the Life Safety Division. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8B	Analyze workforce needs based on core and ancillary service demands.		
Timeframe	1 to 2 years	Assigned to:	Chief Sandra Friedrichsen
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current workload of Life Safety workforce based on the core and ancillary service requirements (See Objective 1). • Evaluate Prevention workload assigned to Operations staff. • Define workforce gaps in service delivery. • Research funding sources to increase workforce if necessary (i.e. Inspector/Code Enforcement, Plans Examiner, Community Outreach Coordinator, etc.) 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8C	Improve public education programs.		
Timeframe	8 months - ongoing	Assigned to:	Chief Sandra Friedrichsen
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current programs provided. • Determine appropriate target audiences. • Determine core vs. ancillary educational services. • Assign Education Specialist to manage educational programs and priorities. • Create intake and workflow process to receive, assign and schedule education. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	
Objective 8D	Develop and implement a Hazardous Materials permit program.		
Timeframe	1-2 years - ongoing	Assigned to:	Chief Sandra Friedrichsen
Critical Tasks	<ul style="list-style-type: none"> • Review Hazmat permit requirements within the adopted Fire Code and state and federal regulations. • Analyze current Hazmat permitting process. • Establish internal policy for Hazmat permitting process. • Obtain Board of Director approval for the setting of Hazmat permitting fees. • Provide internal and external stakeholders information and education of new permitting process. • Evaluate workforce required to implement new program. • Establish program appraisal process. • Implement program. 		
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:	





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Goal 9	Prepare for, pursue, achieve and maintain international accreditation.	
Objective 9A	Form committees/work groups as needed to pursue and maintain accreditation.	
Timeframe	30 days	
Critical Tasks	<ul style="list-style-type: none"> • Establish committee member criteria. • Determine the composition of the committee. • Develop and complete the selection process. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:
Objective 9B	Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going	
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, departmental concerns and strengths perceived about the fire district. • Provide internal stakeholder work sessions to evaluate and update if necessary the mission, vision and values, to determine internal strengths and weaknesses, external opportunities and threats, establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs: \$750 / in-house	Consumable Costs: Contract Services Costs:
Objective 9C	Conduct a community hazards and risk assessment, and publish a Community Risk and Standards of Cover document.	
Timeframe	6 - 12 months	
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on hazard and risk assessment, and standards of cover document preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish Standards of Cover. • Maintain, and annually update the Standards of Cover document. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:





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Objective 9D	Conduct and document a self-assessment appraisal of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
Timeframe	6 months	
Critical Tasks	<ul style="list-style-type: none"> • Receive customized instruction on writing a CFAI self-assessment manual. • Post self-assessment manual category and criterion writing to the CPSE Technical Advisor SharePoint site for review and comment. • Upon document review completion, host a self-assessment site study for CPSE Technical Advisor review and report. • Upon receipt of CPSE Self-Assessment Site Study Report, evaluate observations and recommendations to determine readiness for “Candidate Agency” status. • Implement necessary adjustments as required for CFAI Candidate Agency status. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs:
Objective 9E	Achieve agency accreditation by the Commission on Fire Accreditation International.	
Timeframe	4 months	
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the Commission on Fire Accreditation International. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for document review, verification and validation. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive an Accredited status vote in the CFAI hearings, achieving International Accreditation. 	
Funding Estimate	Capital Costs: Personnel Costs: in-house	Consumable Costs: Contract Services Costs: \$6,000
Objective 9F	Maintain agency accreditation with the Commission on Fire Accreditation International.	
Timeframe	Ongoing	
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend regularly scheduled CFAI “Dayroom Discussion” web-meetings to ensure continued education on the CFAI model. • Participate in the accreditation process by providing “peer assessors” for external agency review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:\$1000 / in-house	Consumable Costs: Contract Services Costs:





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Vision

On the final day of the process, the CPSE presented WSFR a vision of where the agency will be in the future if the strategic plan is accomplished. This vision is intended as a target of excellence to strive toward, and provides a basis for its goals and objectives.

Windsor Severance Fire Rescue's 2021 Vision:

Windsor Severance Fire Rescue will be the premier public service organization within our communities and will be widely known for our professionalism, diversity, innovation, and efficiency.

We will be measured by our:

- Operational Effectiveness
 - Value Creation
- Learning and Growth
- Financial Performance





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Performance Measurement

“Managing for Results”

As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Collins states, “What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking your trajectory with rigor.”³ They must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes. It has been stated that:

...successful strategic planning requires continuing review of actual accomplishments in comparison with the plan...periodic or continuous environmental scanning to assure that unforeseen developments do not sabotage the adopted plan or that emerging opportunities are not overlooked.⁴

Why Measure Performance?

It has been said that:

- *If you don't measure the results of your plan, you can't tell success from failure.*
- *If you can't see success, you can't reward it.*
- *If you can't reward success, you're probably rewarding failure.*
- *If you can't see success, you can't learn from it.*
- *If you can't recognize failure, you can't correct it.*
- *If you can demonstrate results, you can win public support.*

Reinventing Government

David Osborn and Ted Gaebler

In order to establish that WSFR's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process known as “Managing for Results” will be utilized and based upon the following:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

³ Collins. Good to Great and the Social Sectors. Boulder, 2009.

⁴ Sorkin, Ferris and Hudak. Strategies for Cities and Counties. Public Technology, 1984.





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A “family of measures” that is typically utilized to indicate and measure performance includes the following:

- **Inputs:** Value of resource used to produce an output.
- **Outputs:** Quantity or number of units produced which are activity-oriented and measurable.
- **Efficiency:** Inputs used per output (or outputs per input).
- **Service Quality:** The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome:** Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Outcome focuses on the ultimate “why” of providing a service.

The Success of the Strategic Plan

WSFR has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the agency during the development stage of the planning process. The agency utilized professional guidance and the Community-Driven Strategic Planning Process to compile this document. The success of WSFR’s strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, membership of the agency, and the community at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.⁵

⁵ Matthews (2005). *Strategic Planning and Management for Library Managers*.





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Glossary of Terms, Acronyms, Initialisms

For the purposes of the Community-Driven Strategic Planning, the following terms and acronyms have the meanings set forth below:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
CERT	Community Emergency Response Team
CFAI	Commission on Fire Accreditation International
CPR	Cardio Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FRFC	Front Range Fire Consortium
Haz-Mat	Hazardous materials
IAFF	International Association of Firefighters
Input	A performance indication where the value of resources are used to produce an output.
ISO	Insurance Services Office
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NFA	National Fire Academy
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.





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Output	A performance indication where a quality or number of units produced is identified.
PFA	Poudre Fire Authority
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim; the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





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Addendum

Master Strategic Plan Tracker 2016-2021

For the Community-Driven Strategic Plan's Goals and Objectives, the following has been added to document and track the organization's goals and objectives. The goals and objectives are found on pages 26-38 within the Strategic Plan.

PROJECT	Table key: B Begin X Progress C Complete T Target Completion												Assigned Lead																																																
	Target Completion																																																												
	2016			2017			2018			2019				2020			2021																																												
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
ADMINISTRATION																																																													
Strategic Plan																																																													
Dijkstra																																																													
Goal 1	Improve internal communications through all channels to reinforce our values in the spirit of respect to both our mission and our shared vision.																																																												
1A	Assess current internal communication practices.																																																												
1B	Define all expectations for internal communications.																																																												
1C	Develop a final plan and execution process for improved internal communications.																																																												
Goal 2	Effectively communicate the district's mission and vision to employees, partners and stakeholders.																																																												
2A	Develop tools and training to support the creation and sharing of information describing community risk and our fire rescue capabilities.																																																												
2B	Develop tools and training to assist with improving communications, marketing, and increase public awareness of services.																																																												
2C	Develop mechanisms to establish sustainable, effective and efficient communication with external partners.																																																												
2D	Establish mechanism of correction, analysis and feedback.																																																												
Goal 3	Ensure quality training to continually improve the readiness of our members, providing exceptional service to our community.																																																												
3A	Identify needs for improvement in the training program.																																																												
3B	Develop and implement a comprehensive training plan.																																																												
3C	Design and acquire a quality training facility.																																																												
3D	Increase specialized training to meet community needs.																																																												
3E	Implement a professional development program for all staffing levels.																																																												
3F	Maximize the use of external training opportunities.																																																												
Goal 4	Provide a work force that meets the excellence expected by the citizens we serve.																																																												
4A	Increase Firefighter Knowledge, Skills, and Abilities by a well-defined Field Training process.																																																												
4B	Overcome staffing challenges that impede our ability to deliver a consistent product across all shifts, all seasons, and all types of calls for service.																																																												
4C	Meet the increasing needs of public education and community events.																																																												
4D	Provide the administrative support for a growing organization and community.																																																												
4E	Establish a training program that promotes the coordination, development, and implementation of the most current firefighting safety standards/procedures.																																																												
4F	Have the internal resources to repair and maintain apparatus to meet expectation of mission readiness at all times.																																																												
4G	Based on our Standards of Cover, evaluate current apparatus, first due assignments, deployment, and staffing levels with the objective of addressing identified gaps.																																																												
4H	Continuously review employee compensation, benefits, and organizational culture to promote a harmonious and productive work environment.																																																												



